

**ASPIRA ASSN., INC.
BOARD RETREAT, JANUARY 29 - 31, 1997**

**STRATEGIC PLANNING IN 3 AREAS
PROGRAMS, MANAGEMENT, AND ADVOCACY**

PROGRAMS

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Vision statement: Although currently undefined, the vision statement for programs will consist of a definition of today's ASPIRANTE and how to attract them to ASPIRA's programs.

I. Change in Demographics of the organization

- A. ASPIRA should make a conscious effort to serve the Puerto Rican community first and define today's ASPIRANTE
- B. ASPIRA should conduct research on where Puerto Ricans are now and how to reach them; recruitment should be targeted towards the Puerto Rican community
- C. There needs to be further discussion on how to attract Puerto Rican students to ASPIRA and how to instill in them a sense of their own identities and encourage self awareness

II. Schools

- A. It is our responsibility to define our product (who we are trying to reach) and our standards for our schools
- B. The ASPIRA process should be maintained and infused into all aspects of the organization
- C. ASPIRA must ensure that its schools are quality schools that adhere to high standards for ASPIRANTES

III. Evaluation

- A. ASPIRA should ensure a uniform system for data collection and analysis
- B. Provide staff training on evaluation
- C. Evaluate ASPIRA as a national organization

IV. Core Programs

- A. Every Associate should have leadership development clubs
- B. Programs need to be strengthened and built through processes and staff.

MANAGEMENT

Francisco Tavera, Helga Umpierre, Maria Quinones, Aida Sanchez-Romano, Esther Ruiz, Roberto del Rios, and Christa Stephens

Vision Statement: To move to a more stable, efficient, and effective organization

I. Fiscal Accountability

A. What we have accomplished thus far

1. Moved towards computerizing all ASPIRA offices, using a unified software package, incorporating the MIP system into each Associate office
2. All Associates have been encouraged to have their audits up-to-date and submit them to the National Office
3. Staff training is being provided on an association-wide level

B. Suggestions for the future

1. Each office should change their auditors every 3-5 years
2. The administrative manual should be shared with each Associate office, and each office should create a financial procedures manual for their office
3. Each office should submit their budgets and reports to the National Office on a yearly basis (at the beginning of the fiscal year)
4. The National Office should share their funding sources with the Associates, and the Associates should keep their funding assessments up-to-date and let the National Office know which organizations are denying them funding
5. Continue staff training on fiscal matters, evaluation, and budget management

II. Managerial Efficiency

Suggestions for the future

1. Completely revise the administrative manual in 3 areas
 - a. fiscal accountability
 - b. managerial efficiency
 - c. operations
2. Include monitoring and supervision issues in the policies and procedures manual
3. Continue staff training

III. Operations

Suggestions for the future

1. There is a need to define accountability and establish a consensus as to what works and what is successful for the organization; we must be able to clearly define what success is for each ASPIRA program
2. We should contact ASPIRA Alumni and maintain a connection with ASPIRANTES, encouraging them to serve as mentors, role models, and donors
3. A needs assessment should be conducted in order to properly expand, consolidate, and stabilize our operations and come to a board decision on these issues

ADVOCACY

Willie Matos, Armando Osorio, Raquel Ortiz, Ruben Feliciano, Hector Carreno, Oscar Cardona, and Hilda Crespo

Aspire will advocate

Definition: To assert pressure to bring about the desired changes that impact the needs of the community, with specific focus on our youth, families, and culture, and to become aware of community problems keeping in mind the ASPIRA process of awareness, analysis, and action.

Vision statement: ASPIRA will develop mechanisms to effectively advocate for our mission at the board level, national level, and local level. ASPIRA will create a special entity that focuses on action

Focus on the five areas of advocacy:

- 1) identification, 2) research, 3) organization, 4) education, ~~and~~ 5) action

Identification

- Conduct a needs assessment of the community as a whole (local, national, family, youth, community, business, etc.)
- The needs assessment starts at the local level and is proposed to the national level. The national level then conducts an analysis of the local needs and disseminates its findings.

Research

- Collect and disseminate data that supports what we learned in the needs assessment process
- Develop policy statements and positions on findings
- Document results/ Historical overview

Organize

- Develop an action plan and strategy for implementation
- Alumni Development*

Educate

- Create public and private awareness
- Gather outside support
- Inform policymakers, leaders, and the community
- Disseminate information to the media (print and electronic)

Direct Action

- Historical overview
- Grassroots campaigns
- Direct mail
- Multimedia campaign
- Special Events
- Boycotts
- Demand inclusion and participation in decisionmaking
- Demand accountability from the system

- Take legal action if necessary
- Encourage participation in the electoral process